

Enron Energy Services 2000 Goals

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2000 Enron Strategic Goals

Enron Energy Services

Goal: Execute transactions totaling \$16 billion of total contract value.

Status: Complete

Estimated total contract value of \$16.6 billion for 2000.

Goal: Maintain customer satisfaction overall score ratings between 4.2 and 5.0. (excellent - 4; outstanding - 5)

2000 Enron Strategic Goals

Enron Energy Services

1. Acquire and/or develop operations in Europe and sign agreements

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Enron Energy Services

Goal: Establish industrial business with \$100 million of gross margin and execute energy outsourcing transactions with a total contract value of \$2 billion.

Status: Complete

- Completed transactions with TCV of \$1 billion in 2000.
- Investment in Heartland Industrial provides opportunity for TCV of \$1 - \$2 billion.
- Formation of Enron Industrial Markets to focus on e-commerce and industry specific market-making. EIM has achieved gross margin of \$113 million.

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2000 Enron Strategic Goals Engineering & Construction

Goal: Grow the third party customer business by becoming the third largest power contractor in the US.

Status: Complete

Built NEPCO to third largest power contractor in U.S. with current backlog nearing \$2 billion.

Goal: Increase cash flow from operations to \$100 million

Status: Not Complete

Projected \$60 million in cash flow in 2000 increasing to \$83 million in 2001.

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2000 Enron Strategic Goals Engineering & Construction

Goal: Improve the technical review and due diligence process for construction risk throughout the company.

Status: Complete

- Implemented procedures with RAC to provide sign off on technical aspects of proposed projects during the DASH process.
- Market and credit risk books operational January 1, 2001.
- Implemented procedures with RAC to DASH 3rd party projects.

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